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25 MAR 1965

CONFIDENTIAL**REPORT OF OFFICE OF TRAINING ACTIVITIES**

8 - 19 March 1965

A. ITEMS OF INTEREST TO THE DD/S**1. School of International Communism**

C/SIC received a call from [] Office of Security, representing [], who in turn was apparently acting by direction of []. This, at any rate, was the version of the line of command which he received from []. Apparently at a recent meeting with your assistants you expressed concern about the lack of a coordinated DDI/DDP position on certain questions involving Communist developments. You had come upon a situation in which State had received analyses from DDI and FE concerning a particular organization in an Asian country (not specified). One analysis labelled it "far right," the other "considerably left of center." State was apparently puzzled -- as were you. The proposed solution which emerged was the conduct of a series of coordination seminars involving all components of the Agency with a concern or responsibility in the Communist field -- for the purpose of clarifying the Agency line. SIC was considered as a possible sponsor of these seminars -- hence the call to C/SIC. His response was to the effect that such a procedure on his part would be rather presumptuous, and was not likely to be received with cordiality in either component involved. He added that on numerous occasions SIC had conducted special seminars for individual offices or divisions, and would be pleased to continue that procedure, but that the job of knocking DDI and DDP analytical heads together was the responsibility of a somewhat higher echelon to which SIC did not aspire. Sayle agreed, and there has been no follow up on the original inquiry.

[] departed for his second [] TDY on 10 March -- to present a fairly comprehensive course to []. He found himself in the somewhat unenviable position of having to prepare himself in a number of new areas while at the same time participating in the JOT course. He is certainly to be commended in this respect -- no complaints -- he simply dug in and got the job done. I'm confident that it will pay off in another successful program for []. However, I had word from him that the program will be longer than he had anticipated -- that he will probably not be back in time for our USSR course which is scheduled to begin on 29 March. I am recommending, therefore, that this scheduling of the USSR course be cancelled. [] is responsible for a significant portion of it, and although we can, I would rather not use substitutes. At the moment there is only one registrant -- from BR.

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25X1 [] has been making significant progress in "jazzing up" the
25X1 Anti-Communist Operations Course scheduled for 19 April. As you
recall, [] of the FBI was a most stimulating addition to the
last course. He will return this time, but in addition [] has lined
up - through DDP cooperation - the [] responsible for anti-
CP operations, a DIA representative, and John Gates, former editor of
The Daily Worker. Hopefully, we may also have a short movie done by
25X1 [], and his personal participation in
a course later in 1965.

2. Language Training School

25X1 [] a referral from Dr. Tietjen, spent last week in
full-time French training. He was a most talented student and seemed
genuinely to appreciate the work done with him. We are preparing a set
of tapes to allow him to continue his studies on his own.

Enrollment in Romance languages continues to rise. Six new students
start this week; three in Spanish, two in Italian, and one in French.

We have an urgent request from EE to start another full-time basic
German class. The Division has been informed that the start of the
class is dependent upon our obtaining sufficient instructors to make
possible an additional full-time class. Three full-time classes are
currently in progress.

The Spring-Winter semester of the Voluntary Language Training
Program will begin on 22 March, with approximately 125 students en-
rolled in 14 classes. This is the smallest enrollment in the history of
the Program.

3. Defense Intelligence School

25X1 [] entered the Defense Intelligence School's Advanced
Intelligence Course on Monday, March 4. During most of the first week
speakers, readings, and seminars concentrated on policy, policy making,
and the role of intelligence inputs in policy making. All of the speakers
were excellent, but the one who gave the most useful talk was James Lay,
secretary of the USIB, who described in detail how USIB operates, and
gave specific examples of the types of policy decisions the USIB has been
dealing with recently, and the way these are handled. For his course
25X1 research project [] will work with the DIS educational advisor

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on preliminary planning for the development of the DIA JOT course. He will also assist the educational advisor in preliminary planning for a new course for scientific and technical intelligence analysts in the DoD.

4. Management No. 88

Management #88 concluded on 4 March. It was necessarily shortened by one day over the usual program because of the Pilot Project. In spite of this curtailment it seemed to be quite successful although the students appeared to be a little hard pressed. This course was noteworthy, among other things, for the unusually large number of participants from DDP. We have no ready explanation for this upsurge unless it is because an Agency Management Course is now prerequisite for admission to the Mid-career Executive Development Course.

5. Pilot Program (1st section)

The first section of the Pilot Project for the Office of Finance began on 4 March with a very apt speech by Mr. Robert Fuchs. In addition to 26 participants from the Office of Finance there were 3 representatives from BPAM and one from OTR [redacted]. This program was also curtailed by one day, and consequently the schedule was very tight. Although Mr. Fuchs could not stay beyond the opening day, [redacted] was present all of Saturday and Sunday as an observer. During this period he and we were able to have some discussions with [redacted] regarding the nature and mechanics of Phase II.

[redacted] personnel were most cooperative and gave full support even though this meant calling people in over the weekend. [redacted] a member of the class, was extremely helpful and is our general point of contact for this entire program. He will probably be present for the entire second section beginning this week. He is also handling most of the administrative details of getting people there and back, making up teams, etc.

[redacted] felt that the group was an unusually able and responsive one. Our own view corresponded with this. We believe that this session was quite successful and that [redacted] is well suited for the purpose.

6. Executive Seminar

Most of the critiques have been received, but they have not yet been analysed. Mr. Kirkpatrick has not seen them. According to [redacted] he would prefer to receive them after we have completed our correlation of them. We plan eventually to send this same questionnaire to the participants in the other seminars.

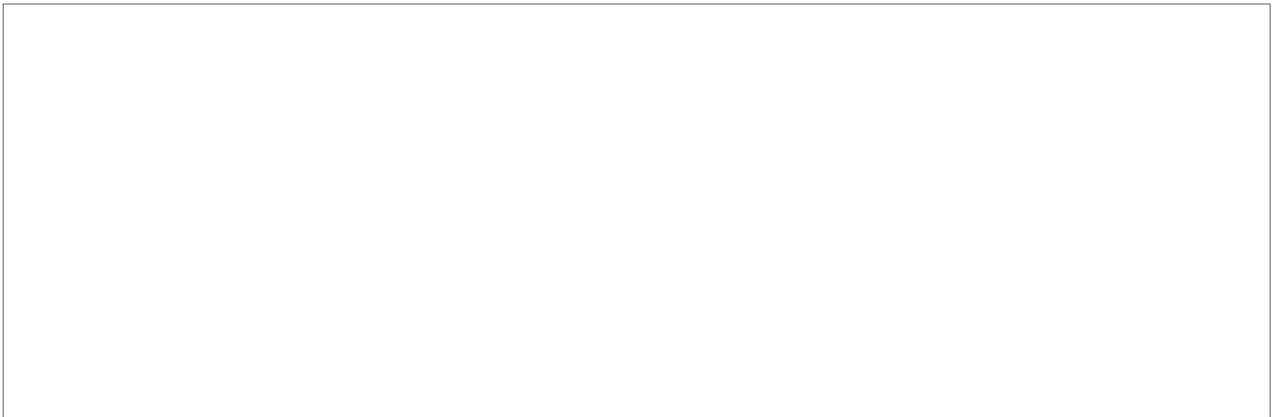
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7. Management Grid Program

Mr. Fred Peterson of the Department of Agriculture Graduate School has organized a conference on the Management Grid Program for 14-15 April. The purpose of the conference is to explore with Larry Greiner of Harvard University the results of the grid program as determined by his research. [redacted] will be the Agency representatives at this conference, which we believe will be of some significance in terms of clarifying the methods and results obtained by the grid process.



9. Personnel [redacted]

[redacted] is due to arrive in Washington on 1 June and will remain here for five days prior to traveling to his home leave point, Chicago, Illinois. He expects to return to Washington on 19 July and remain here until 15 August at which time he is scheduled to report to [redacted] PCS.

10. Credit Union Meeting

[redacted] attended the annual Credit Union meeting which was held in the Agency auditorium.

11. Kings Point Seminar

We have just received a letter from the Director of the Kings Point Executive Seminar Center notifying us that an additional unscheduled seminar on Skills and Goals of Management would be conducted in July 1965. This extra course is being offered because only 144 of the original

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~~SECRET~~~~CONFIDENTIAL~~Kings Point Seminar (Continued)

265 space requests for this particular seminar could be accommodated in the regular series of seminars. The Agency has been invited to nominate up to 4 participants for this seminar. The Registrar Staff will consult with the Executive Secretary, Training Selection Board, and Senior Training Officers to determine whether the Agency wishes to take advantage of this special offering.

12. Support Courses

There is increased concern in the Headquarters Training Faculty as to the misuse of the Operations Support Course and the Administrative Procedures Course. The Clandestine Service seems to improperly assign students, for example WE Division has enrolled 15 clericals scheduled for overseas assignments in the last 6 Administrative Procedures Course (Headquarters phase) as opposed to the Operations Support Course (overseas oriented). An OTR Bulletin will be written clarifying the differences between the two courses. Further discussion was had with WE, NE and WH Divisions regarding content of the Budget and Finance Course; it was clear from WH that coverage should be increased. However, due to low enrollment in 2 of the last 6 courses, it was agreed that the December course could be cancelled.

13. AttendanceOTR (internal attendance for week of:

Category	FT	1-5 March			Total	8-12 March			Total
		PT	Tut			FT	PT	Tut	
Operations	137	---	---		137	91	12	---	93
Intelligence	80	---	---		80	91	---	---	91
Communication	9	---	---		9	15	---	---	15
Management	27	---	---		27	---	---	---	---
Clerical	14	29	---		43	12	33	---	45
Communism	37	---	---		37	37	---	---	37
Lang Dir	70	153	---		223	67	153	---	220
VLTP	---	---	---		---	---	---	---	---
Tut	---	---	28		28	---	---	29	29
TOTAL	374	182	28		584	383	198	29	610

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Attendance (continued)

OTR (External training)

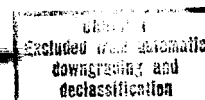
Week of 1-5 March -- 425 Agency employees in 286
external courses or programs.

Week of 8-12 March -- 446 Agency employees in 294
external courses or programs.

SIGNED

MATTHEW BAIRD
Director of Training

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